

# RECONCILIATION ACTION PLAN

Traffic Light Report  
OCTOBER 2026

brand management  
**buckner.**





# Our Reconciliation Journey.

## **Innovate RAP | 18-month Traffic Light Report | October 2026**

This report provides an overview of progress during the first 18 months of Buckner Brand Management's Innovate Reconciliation Action Plan (RAP). It forms part of our commitment to publicly report each year on our achievements, learnings and challenges.

### **Our achievements**

Our achievements include implementing cultural protocols, supporting participation in National Reconciliation Week and NAIDOC Week, and strengthening the visibility of our commitment to reconciliation across our workplaces.

### **What we have learned**

Developing plans and building awareness must be supported by consistent engagement, clear ownership and follow-through. Mutually beneficial relationships take time and require ongoing listening, feedback and a shared understanding of priorities.

### **Our challenges**

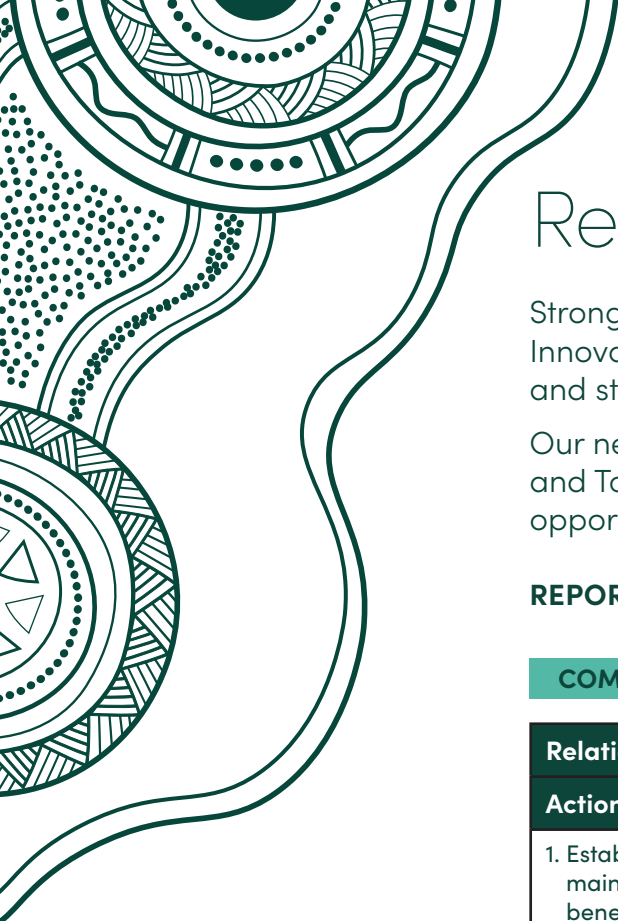
Translating our commitments into sustained action across the business remains a challenge. Some activities need greater momentum, dedicated time and resources, and more regular engagement with Aboriginal and Torres Strait Islander stakeholders and organisations.

### **Our focus ahead**

We will prioritise putting our engagement plan into practice, strengthening relationships, exploring opportunities for collaboration and seeking feedback to improve our services in a culturally respectful manner.

## **Acknowledging our RAP artist**

We acknowledge Danielle Leedie Gray, an artist, illustrator, graphic designer and proud First Nations woman, who created our RAP artwork, *Circles of Empowerment: A Journey Toward Sustainable Collaboration*. The artwork reflects connection, empowerment and shared progress, bringing together BBM's values and our purpose of "Making Good Things Happen". We thank Danielle for sharing her creativity and cultural perspective, and for granting permission to use her artwork in our reconciliation communications.



# Relationships.

Strong, mutually beneficial relationships are central to our reconciliation journey. Over the first 18 months of our Innovate RAP, we have developed an engagement plan, supported participation in National Reconciliation Week and strengthened communication about reconciliation across BBM.

Our next priority is to put our engagement plan into consistent practice through regular dialogue with Aboriginal and Torres Strait Islander stakeholders and organisations. By listening, seeking feedback and exploring opportunities for collaboration, we aim to build relationships founded on trust, respect and shared priorities.

## REPORT KEY

COMPLETED

COMMENCED

ONGOING

NOT STARTED

| Relationships                                                                                                                          |                                                                                                                                                                 |                |                                                                                               |           |
|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------------------------------------------------------------------------------------|-----------|
| Action                                                                                                                                 | Deliverable                                                                                                                                                     | Date Completed | Responsibility                                                                                | Status    |
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | • Engage with Aboriginal and Torres Strait Islander stakeholders and organisations to identify collaboration opportunities across BBM's services and offerings. |                | <b>Lead:</b> CEO<br><b>Support:</b> General Manager   People and Growth                       | Ongoing   |
|                                                                                                                                        | • Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.                                   | July 2025      | <b>Lead:</b> CEO<br><b>Support:</b> General Manager   People and Growth                       | Completed |
|                                                                                                                                        | • Foster and maintain partnerships with Aboriginal and Torres Strait Islander stakeholders by seeking regular feedback on BBM services and offerings.           |                | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> Strategic Account Manager | Ongoing   |
|                                                                                                                                        | • Conduct regular reviews and open forums to gather insights on improving BBM's service offerings in a culturally respectful manner.                            |                | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> Strategic Account Manager | Ongoing   |



| Relationships                                                                  |                                                                                                                                                                                                                                                |                            |                                                                                                      |           |
|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------------------------------------------------------------------------------|-----------|
| Action                                                                         | Deliverable                                                                                                                                                                                                                                    | Date Completed             | Responsibility                                                                                       | Status    |
| 2. Build relationships through celebrating National Reconciliation Week (NRW). | <ul style="list-style-type: none"> <li>• Circulate Reconciliation Australia's NRW resources and reconciliation materials to BBM's team members at every site.</li> </ul>                                                                       | 27 May - 3 June 2025, 2026 | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> Graphic Designer                 | Completed |
|                                                                                | <ul style="list-style-type: none"> <li>• Enable RAP Working Group members to participate in an external NRW event.</li> </ul>                                                                                                                  | 27 May - 3 June 2025, 2026 | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> Graphic Designer                 | Completed |
|                                                                                | <ul style="list-style-type: none"> <li>• Promote and support participation by BBM staff and senior leaders in at least one external event each year to recognise and celebrate NRW.</li> </ul>                                                 | 27 May - 3 June 2025, 2026 | <b>Lead:</b> Business Transformation Officer<br><b>Support:</b> National Operations Manager          | Completed |
|                                                                                | <ul style="list-style-type: none"> <li>• Provide resources and opportunities to each BBM office to organise and host at least one NRW event annually.</li> </ul>                                                                               | 27 May - 3 June 2025, 2026 | <b>Lead:</b> General Manager – People and Growth<br><b>Support:</b> National Operations Manager      | Completed |
|                                                                                | <ul style="list-style-type: none"> <li>• Register BBM's NRW events on Reconciliation Australia's NRW website.</li> </ul>                                                                                                                       |                            | <b>Lead:</b> Business Transformation Officer<br><b>Support:</b> National Business Operations Manager | Ongoing   |
| 3. Promote reconciliation through our sphere of influence.                     | <ul style="list-style-type: none"> <li>• Establish a framework across all BBM internal platforms to create opportunities that enhance staff engagement, understanding, and awareness of reconciliation throughout our organisation.</li> </ul> | July 2025                  | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> Internal Account Management Lead | Completed |
|                                                                                | <ul style="list-style-type: none"> <li>• Communicate our commitment to reconciliation publicly through the various channels available to BBM.</li> </ul>                                                                                       |                            | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> CEO                              | Ongoing   |



| Relationships                                                              |                                                                                                                                                                                                                                |                |                                                                                                                                            |                                                                              |
|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| Action                                                                     | Deliverable                                                                                                                                                                                                                    | Date Completed | Responsibility                                                                                                                             | Status                                                                       |
|                                                                            | <ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>                                                                    |                | <b>Lead:</b> Chair of RAPWG<br><b>Support:</b> CEO                                                                                         | Ongoing                                                                      |
|                                                                            | <ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>                                           | March 2026     | <b>Lead:</b> CEO<br><b>Support:</b> Chair of RAPWG                                                                                         | Commenced                                                                    |
|                                                                            | <ul style="list-style-type: none"> <li>Investigate whether BBM's apparel and merchandise can be respectfully branded with RAP artwork in order to promote our commitment to reconciliation.</li> </ul>                         | July 2025      | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> CEO                                                                    | Completed                                                                    |
| 4. Promote positive race relations through anti-discrimination strategies. | <ul style="list-style-type: none"> <li>Perform a thorough review of HR policies and procedures to assess current antidiscrimination measures and identify opportunities for enhancement and future improvements.</li> </ul>    | December 2025  | <b>Lead:</b> General Manager – People and Growth<br><b>Support:</b> Aboriginal and Torres Strait Islanders peoples' Recruitment Consultant | Completed                                                                    |
|                                                                            | <ul style="list-style-type: none"> <li>Collaborate with Aboriginal and Torres Strait Islander staff and advisors to seek guidance and input on the re-development and refinement of our anti-discrimination policy.</li> </ul> |                | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> General Manager – IT and Special Projects                              | Ongoing. This has been difficult as we don't have staff but we have advisors |



| Relationships                                                                                                                                  |                                                                                                                                                                                                                                                                                                    |                |                                                                                                                                            |           |
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| Action                                                                                                                                         | Deliverable                                                                                                                                                                                                                                                                                        | Date Completed | Responsibility                                                                                                                             | Status    |
|                                                                                                                                                | <ul style="list-style-type: none"> <li>Review, enhance, and communicate our anti-discrimination policy to reflect the unique experiences and perspectives of Aboriginal and Torres Strait Islander peoples.</li> </ul>                                                                             |                | <b>Lead:</b> General Manager – People and Growth<br><b>Support:</b> Aboriginal and Torres Strait Islanders Peoples' Recruitment Consultant | Ongoing   |
|                                                                                                                                                | <ul style="list-style-type: none"> <li>Provide training and education to our Strategic and Senior Leadership teams on the impact of racism, focusing on its social, cultural, and economic effects, as well as strategies for fostering inclusivity and equity within the organisation.</li> </ul> |                | <b>Lead:</b> General Manager   IT and Special Projects<br><b>Support:</b> General Manager   People and Growth                              | Ongoing   |
| 5. Collaborate with RAP organisations in the Branded Communications sector to build strong relationships and exchange knowledge and resources. | <ul style="list-style-type: none"> <li>Engage with other RAP Working Groups within the branded communications industry, establishing a forum for sharing cultural insights and innovative ideas among staff.</li> </ul>                                                                            |                | <b>Lead:</b> CEO<br><b>Support:</b> Chair of RAPWG                                                                                         | Commenced |
|                                                                                                                                                | <ul style="list-style-type: none"> <li>Identify ways to assist RAP organisations within our industry sector who are in the early stages of their development by sharing our experiences, strategies, and cultural learning practices.</li> </ul>                                                   |                | <b>Lead:</b> CEO<br><b>Support:</b> Chair of RAPWG                                                                                         | Commenced |



# Respect.

Respect grows through understanding and recognising Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights. Over the first 18 months of our Innovate RAP, we have introduced cultural protocols, strengthened understanding of Acknowledgement of Country and Welcome to Country, and encouraged participation in NAIDOC Week.

Our next priority is to build on this foundation through structured cultural learning for our team and leaders, and continued engagement with Aboriginal and Torres Strait Islander peoples. We recognise that creating a culturally respectful workplace requires ongoing learning, listening and putting that understanding into everyday practice.

| Respect                                                                                                                                                        |                                                                                                                                                                                                                                                                  |                |                                                                                                 |         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------------------------------------------------------------------------------|---------|
| Action                                                                                                                                                         | Deliverable                                                                                                                                                                                                                                                      | Date Completed | Responsibility                                                                                  | Status  |
| 6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | • Conduct a comprehensive review of BBM's cultural learning needs and integrate these insights into creating our Aboriginal and Torres Strait Islander Employment Strategy, as well as other frameworks that support ongoing cultural education and development. |                | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> NSW State Manager           | Ongoing |
|                                                                                                                                                                | • Develop, implement, and effectively communicate a comprehensive cultural learning framework and strategy to all BBM team members, fostering deeper understanding and engagement with Aboriginal and Torres Strait Islander cultures.                           |                | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> National Operations Manager | Ongoing |
|                                                                                                                                                                | • Investigate and establish regular cultural awareness training for staff to ensure ongoing education and cultural competency for all employees. Prioritise this training for the RAP Working Group, HR Managers and other key member of the leadership team.    |                | <b>Lead:</b> People and Growth Team<br><b>Support:</b> External Cultural Consultants            | Ongoing |



| Respect                                                                                                       |                                                                                                                                                                                                                                                                         |                |                                                                                                 |           |
|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------------------------------------------------------------------------------|-----------|
| Action                                                                                                        | Deliverable                                                                                                                                                                                                                                                             | Date Completed | Responsibility                                                                                  | Status    |
|                                                                                                               | <ul style="list-style-type: none"> <li>Offer structured and formal cultural learning opportunities for RAP Working Group members and key leadership staff to deepen their understanding and foster meaningful cultural engagement.</li> </ul>                           |                | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> National Operations Manager | Ongoing   |
| 7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.      | <ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>                                                      | March 2025     | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> National Operations Manager | Completed |
|                                                                                                               | <ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>                                                                           | April 2025     | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> National Operations Manager | Completed |
|                                                                                                               | <ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at a minimum of six significant events over the course of the RAP.</li> </ul>                               |                | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> Queensland Sales Manager    | Ongoing   |
| 8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | <ul style="list-style-type: none"> <li>Provide opportunities for the RAP Working Group to actively participate in external NAIDOC Week events, fostering engagement and strengthening their connection to Aboriginal and Torres Strait Islander communities.</li> </ul> |                | <b>Lead:</b> Chair of the RWG<br><b>Support:</b> Internal Account Manager                       | Ongoing   |
|                                                                                                               | <ul style="list-style-type: none"> <li>Conduct a thorough review of BBM's HR policies and procedures to eliminate any barriers that may prevent staff from actively participating in NAIDOC Week events and celebrations</li> </ul>                                     | July 2025      | <b>Lead:</b> Chair of the RWG<br><b>Support:</b> Internal Account Manager                       | Completed |



| Respect                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |                                                                            |           |
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| Action                                                                                                      | Deliverable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Date Completed  | Responsibility                                                             | Status    |
|                                                                                                             | <ul style="list-style-type: none"> <li>Actively promote and encourage all BBM staff to participate in a NAIDOC Week event, reinforcing our commitment to celebrating and supporting Aboriginal and Torres Strait Islander cultures across the organisation.</li> </ul>                                                                                                                                                                                                                                   | July 2025, 2026 | <b>Lead:</b> Chair of the RWG<br><b>Support:</b> Strategic Account Manager | Ongoing   |
| 9. Build respect and cultural safety for Aboriginal and Torres Strait Islander cultures within our offices. | <ul style="list-style-type: none"> <li>Strengthen visible displays of BBM's commitment to reconciliation throughout all offices by initiatives such as naming meeting rooms, showcasing Aboriginal and Torres Strait Islander peoples' language maps, and installing Acknowledgement plaques. We will collaborate with local Aboriginal and Torres Strait Islander community groups, Elders, and families to ensure culturally appropriate protocols are respected when naming meeting rooms.</li> </ul> | June 2026       | <b>Lead:</b> Chair of the RWG<br><b>Support:</b> Strategic Account Manager | Commenced |
|                                                                                                             | <ul style="list-style-type: none"> <li>Commission Aboriginal and Torres Strait Islander artwork to display in BBM offices, which can also serve as a foundation for a unique visual identity in future RAPs and other related materials. This artwork will reflect our commitment to reconciliation and provide a culturally significant element to our branding and communication efforts.</li> </ul>                                                                                                   | December 2026   | <b>Lead:</b> Chair of the RWG<br><b>Support:</b> Strategic Account Manager | Commenced |
|                                                                                                             | <ul style="list-style-type: none"> <li>Share the details of any commissioned Aboriginal and Torres Strait Islander artwork on BBM's internal platforms, highlighting the artist's background and the cultural meaning or story behind the piece. This will foster greater appreciation and understanding among our team members.</li> </ul>                                                                                                                                                              | December 2025   | <b>Lead:</b> Chair of the RWG<br><b>Support:</b> Strategic Account Manager | Completed |



## Opportunities.

Creating opportunities means taking practical steps to support Aboriginal and Torres Strait Islander participation in employment, business and community initiatives. Over the first 18 months of our Innovate RAP, we have reviewed workforce representation and procurement practices, providing a foundation for further action.

We recognise that more work is needed to turn these foundations into measurable outcomes. Our next priorities are to strengthen inclusive recruitment practices, progress our employment strategy and build relationships with Aboriginal and Torres Strait Islander businesses. We will also explore opportunities to support community-led initiatives through BBM's services and capabilities.

| Opportunities                                                                                                                             |                                                                                                                                                                                                                                                                              |                |                                                                                                 |           |
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| Action                                                                                                                                    | Deliverable                                                                                                                                                                                                                                                                  | Date Completed | Responsibility                                                                                  | Status    |
| 10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development. | • Develop a comprehensive understanding of the current representation of Aboriginal and Torres Strait Islander staff within BBM to guide future recruitment, retention, and professional development initiatives, ensuring culturally appropriate support and opportunities. | August 2025    | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> National Operations Manager | Completed |
|                                                                                                                                           | • Design and execute a tailored strategy for the recruitment, retention, and professional development of Aboriginal and Torres Strait Islander staff at BBM, ensuring it fosters a culturally supportive environment and promotes long-term career growth.                   |                | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> National Operations Manager | Ongoing   |



| Opportunities                                                                                                           |                                                                                                                                                                                                                                                                       |                |                                                                                                 |             |
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| Action                                                                                                                  | Deliverable                                                                                                                                                                                                                                                           | Date Completed | Responsibility                                                                                  | Status      |
|                                                                                                                         | <ul style="list-style-type: none"> <li>Promote job vacancies through targeted channels to ensure they effectively reach Aboriginal and Torres Strait Islander communities, fostering greater engagement and opportunities for employment.</li> </ul>                  |                | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> National Operations Manager | Ongoing     |
|                                                                                                                         | <ul style="list-style-type: none"> <li>Review and strengthen BBM's inclusive recruitment policies, procedures, and practices to eliminate barriers and enhance opportunities for Aboriginal and Torres Strait Islander participation within our workforce.</li> </ul> |                | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> National Operations Manager | Not Started |
|                                                                                                                         | <ul style="list-style-type: none"> <li>Investigate the creation of an internal mentorship program to promote education and skill-building for Aboriginal and Torres Strait Islander students, with opportunities for internships at BBM.</li> </ul>                   |                | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> National Operations Manager | Not Started |
|                                                                                                                         | <ul style="list-style-type: none"> <li>Support community-led education and health initiatives through donations or in-kind services, such as providing printed educational materials or health promotion signage.</li> </ul>                                          |                | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> National Operations Manager | Ongoing     |
| 11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | <ul style="list-style-type: none"> <li>Review and update BBM's internal procurement guidelines to empower staff with the tools and knowledge needed to effectively implement our Aboriginal and Torres Strait Islander Procurement policy.</li> </ul>                 |                | <b>Lead:</b> National Operations Manager<br><b>Support:</b> Strategic Procurement Team          | Ongoing     |
|                                                                                                                         | <ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>                                                                                                                                                                               | March 2026     | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> NSW State Manager           | Ongoing     |



| Opportunities |                                                                                                                                                                                                                                                                                                                        |                      |                                                                                        |           |
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| Action        | Deliverable                                                                                                                                                                                                                                                                                                            | Date Completed       | Responsibility                                                                         | Status    |
|               | <ul style="list-style-type: none"> <li>Develop and promote procurement opportunities by building the capability of BBM staff to source goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>                                                                                            |                      | <b>Lead:</b> National Operations Manager<br><b>Support:</b> Strategic Procurement Team | Ongoing   |
|               | <ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>                                                                                                                    | August 2025 and 2026 | <b>Lead:</b> National Operations Manager<br><b>Support:</b> Strategic Procurement Team | Completed |
|               | <ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>                                                                                                                                                                           |                      | <b>Lead:</b> National Operations Manager<br><b>Support:</b> Strategic Procurement Team | Ongoing   |
|               | <ul style="list-style-type: none"> <li>Ensure any external Aboriginal and Torres Strait Islanders person or organisation engaged to provide cultural advice or services to the agency (e.g. Welcome to Country, advice on protocols etc) is appropriately remunerated for their time and cultural expertise</li> </ul> |                      | <b>Lead:</b> National Operations Manager<br><b>Support:</b> Strategic Procurement Team | Ongoing   |

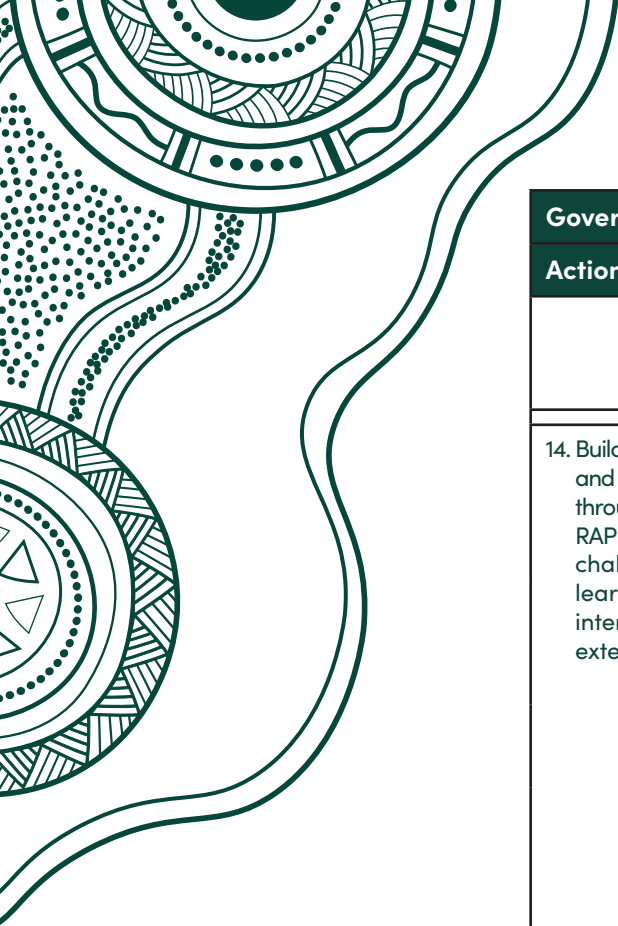


## Governance.

Effective governance supports accountability and helps turn our RAP commitments into sustained action. Over the first 18 months of our Innovate RAP, we have established responsibilities, maintained reporting systems and completed annual reporting to Reconciliation Australia.

We recognise that Aboriginal and Torres Strait Islander representation on our RAP Working Group remains a gap. Strengthening this representation, maintaining regular progress reviews and ensuring adequate time and resources for implementation are priorities. We will continue to report publicly on our achievements, learnings and challenges, and use these insights to guide our next RAP.

| Governance                                                                                      |                                                                                            |                                |                                                                                                               |                                  |
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| Action                                                                                          | Deliverable                                                                                | Date Completed                 | Responsibility                                                                                                | Status                           |
| 12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP. | • Maintain Aboriginal and Torres Strait Islander representation on the RWG.                |                                | <b>Lead:</b> General Manager   People and Growth                                                              | Working on this but not achieved |
|                                                                                                 | • Review and maintain the Terms of Reference for the RWG.                                  | January 2025                   | <b>Lead:</b> General Manager   People and Growth                                                              | Completed                        |
|                                                                                                 | • Meet at least four times per year to drive and monitor RAP implementation.               |                                | <b>Lead:</b> General Manager   People and Growth                                                              | Ongoing                          |
| 13. Provide appropriate support for effective implementation of RAP commitments.                | • Define resource needs for RAP implementation.                                            | December 2024                  | <b>Lead:</b> CEO<br><b>Support:</b> General Manager   People and Growth                                       | Completed                        |
|                                                                                                 | • Engage our senior leaders and other staff in the delivery of RAP commitments.            | February 2025<br>February 2026 | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> General Manager – IT and Special Projects | Completed                        |
|                                                                                                 | • Define and maintain appropriate systems to track, measure and report on RAP commitments. | February 2025<br>February 2026 | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> General Manager – IT and Special Projects | Completed                        |



| Governance                                                                                                                             |                                                                                                                                                                                                                           |                                             |                                                                                                               |             |
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| Action                                                                                                                                 | Deliverable                                                                                                                                                                                                               | Date Completed                              | Responsibility                                                                                                | Status      |
|                                                                                                                                        | <ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>                                                                                                   | February 2025<br>February 2026              | <b>Lead:</b> CEO<br><b>Support:</b> General Manager   People and Growth                                       | Completed   |
| 14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | <ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.</li> </ul> | June Annually                               | <b>Lead:</b> General Manager   People and Growth                                                              | Completed   |
|                                                                                                                                        | <ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.</li> </ul>                                                                    | 1 August Annually                           | <b>Lead:</b> General Manager   People and Growth                                                              | Completed   |
|                                                                                                                                        | <ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> </ul>                                                                                           | 30 September, Annually                      | <b>Lead:</b> General Manager   People and Growth                                                              | Completed   |
|                                                                                                                                        | <ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>                                                                                                          |                                             | <b>Lead:</b> General Manager   People and Growth<br><b>Support:</b> General Manager – IT and Special Projects | Ongoing     |
|                                                                                                                                        | <ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>                                                                                               |                                             | <b>Lead:</b> General Manager   People and Growth                                                              | Ongoing     |
|                                                                                                                                        | <ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>                                                                               | May 2026<br>September 2026 completed survey | <b>Lead:</b> General Manager   People and Growth                                                              | Completed   |
|                                                                                                                                        | <ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>                                                                                |                                             | <b>Lead:</b> General Manager   People and Growth                                                              | Not Started |
| 15. Continue our reconciliation journey by developing our next RAP.                                                                    | <ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>                                                                                       |                                             | <b>Lead:</b> General Manager   People and Growth                                                              | Not Started |